



THE REPUBLIC OF UGANDA

THE NATIONAL CONSULTATIVE (NCF)

FORUM STRATEGIC PLAN (2018/19 – 2022/23)

June 2019

FOREWORD

This five-year Strategic Plan of the National Consultative Forum for Political parties/organizations in Uganda (NCF) provides a clear path for strengthening NCF capacities in all its functions. The Plan provides a vision, mission and guiding principles for the NCF and sets goals and objectives that are tangible, achievable and measurable.

The NCF Members of the Legal and Electoral Affairs Committee compiled the Strategic Plan 2018/19 - 2022/23. In doing so, they reviewed the NCF Strategic Plan 2013 – 2018, NCF Performance report for the last five years, the relevant provisions in enabling laws such as section 20 (4) of the Political Parties and Organizations Act, No 18 of 2005.

The compilation of this strategic plan was conducted through consultations and meetings using participatory methods, out of which Strengths, Weaknesses, Opportunities and Threats (SWOT) and key stakeholders' needs were identified. The National Development Plan II was key in defining the strategic foundations and Strategies into action plan outlined in this strategic plan. This Strategic Plan is the basis for developing performance indicators, monitoring and evaluation framework, annual work plan and cost estimates in order to establish the resource needs to implement the Strategic Plan (2018/19 – 2022/23).

I am confident that the Strategic Plan will go a long way in bringing about the positive change Political Parties/ Organization activities that we all cherish.

For God and my Country

Hon. Dr. Ruhakana Rugunda

CHAIRPERSON, NATIONAL CONSULTATIVE FORUM (NCF)

EXECUTIVE SUMMARY

In the next five year, NCF strives to engage its key stakeholders and act proactively towards meeting those needs. To do that NCF has put in place its second strategic Plan covering the Financial Years 2018/19 - 2022/2023 to guide it in the performance of its functions.

The NCF Strategic Plan FY2013-2018 has previously enabled the NCF to harmonize the Political Party/Organization Activities in the last five years in a smooth manner for it provided the basis for soliciting for donor funding of key NCF activities thereby easing funding pressure on government given the limited resource envelope.

During the five years, the NCF's strategies will be anchored on five Key Result Areas, namely: -

- i. Enhancement of the Forum's service provision and autonomy capacities;
- ii. Promotion of inclusive participation in consultation and political dialogues;
- iii. Credible and independent conflict resolution Convener and Facilitator;
- iv. Enhancement of political service provision capacities for Political Parties/ Organizations, and;
- v. a strengthened Monitoring and Evaluation Framework.

This Strategic Plan was developed after consultation and involvement of various stakeholders in a transparent manner and the forum pledges to continue involving them in its implementation. Secondly, comments and inputs from stakeholders and the requirements of the relevant laws and regulations instruments were reviewed for purposes of developing this Strategic Plan. Arising from the above analysis, the forum was able to align its priorities to the NDP II objectives.

The Strategic Plan has detailed specific tasks to be performed by the forum, when they will be performed with clear inputs/resources, outputs, performance indicators, and responsibility centers for implementation.

The major assumptions are that donors support will be timely and adequate for and the NCF funding from government will be adjusted upward considering the rising inflation and cost of living.

The cost of the Strategic Plan is estimated at Uganda Shillings Twenty One Billion Two Hundred Sixty Four Million Six Hundred Eighty Nine Thousand only (Ugx.21,264,689,000/=) broken down as follows;

FY	Est Cost Ugx (000)
2018/19	991,108
2019/20	5,854,236
2020/21	8,431,098
2021/22	2,907,635
2022/23	3,080,613

Finally, the Forum invites all stakeholders to support its cause during the implementation of the Strategic Plan and commit to play their respective roles for its effective implementation.

CHAPTER ONE

1.0 INTRODUCTION

This Strategic Plan covers the period 2018/19 - 2022/23. It is in consonance with the National Development Plan Phase II (NDP II) objective of Deepening Democracy through a strengthening institutional and regulatory framework for political party activities in Uganda.

1.1 Establishment and Mandate of the NCF

The National Consultative Forum for Political Parties and Political Organizations (NCF) is an umbrella organization of all registered political parties charged with the responsibility of building consensus and dialogue amongst its members. It is established by Article 71 (2) of the Constitution of the Republic of Uganda and Section 20(1) of the Political Parties and Organizations, Act 2005, (as amended).

1.2 Composition of NCF

The Forum is composed of:

- One representative from every registered Political Party or Organisation appointed by the party or organization;
- The Chairperson of the Electoral Commission or his or her representative;
- The Attorney General or his or her representatives as an ex-official member; and
- The Secretary of the Electoral Commission, who is the Secretary to the Forum.

Currently the number of registered political parties stands at 29, following de-registration of 10 political parties by the High Court on 16th April, 2014 (misc cause 296 of 2013).

1.3 Functions of the National Consultative Forum

The functions of the National Consultative Forum are provided for under Section 20(4) of the Political Parties and Organizations Act, and they include:

- Liaising with the Electoral Commission on matters pertaining to Political Parties and Organizations;
- Ensuring that Political Parties and Organizations comply with the Code of Conduct prescribed in Section 19;
- Communicating the complaints and grievances of Political Parties and Political Organisation to the Electoral Commission;
- Representing Political Parties and Organisations in any case where the Political Parties and Organisations have to give a common position;
- The resolution of disputes among Political Parties and Organisations;
- Making recommendations to the Minister on any matter under this Act; and
- Such other functions as may be prescribed by the Minister with the approval of Parliament.

1.4 Legal Framework

The Legal framework within which the political party activities are conducted consists of the following;

i. The Constitution of the Republic of Uganda, 1995 (as amended)

The Constitution, Article 71 (2), provides Parliament shall by law prescribe a code of conduct for political organisations and political parties and provide for the establishment of a National Consultative Forum for political parties and organisations with such functions as Parliament may prescribe.

ii. The Political Parties and Organisations Act, 2005 (as amended)

The Political Parties and Organisations Act, among others, makes provision for the functioning and financing of Political Parties/Organisations, their formation, registration, membership and organisation; the prescription of their code of conduct (Section 19) and the establishment of the National Consultative Forum for Political Parties/Organizations in Uganda, Section 20(4) of the Political Parties and Organisations Act spelled out NCF functions.

iii. Public Finance Management Act, 2015

The Act provides for Public financial management in Uganda, establishing principles and procedures for sound fiscal macroeconomics management.

iv. Budget Act, 2001

This Act provides for and Regulates the Budgetary Procedures for a systematic and efficient Budgetary process and for other matters connected therewith.

v. PPDA Act of 2003

An Act to establish the Public Procurement and Disposal of Public Assets Authority; to formulate policies in respect to public procurement and disposal activities and other connected matters.

vi. Rules and Regulations (Statutory Instruments)

All the Acts have Statutory Instruments and / Regulations made pursuant to them for purposes of, among others, providing for various processes and procedures as well as forms, formats and schedules. These rules and regulations do operationalize the Laws/Acts.

vii. Other International Instruments

In the development of the Strategic Plan, the NCF considered; Sustainable Development Goal (SDG) No. 5 which aims at achieving gender equality and empowering all women and girls;

SDG No. 16 which aims at the promotion of peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels.

Other legal protocols and instruments which provide for political, social and economic stability in line with the national legal and policy instruments include the Universal Declaration of Human Rights, African Charter on Democracy and Good Governance and AU Declarations on Principles Governing Elections in Africa were considered.

1.5 Purpose and Objectives of the Strategic Plan

i. Purpose

The Plan is to sustain the transformation attained by NCF as a result of the implementation NCF Strategic Plan (2013/14 - 2017/2018) and addressing the challenges that were encountered

therein. It also aims at embracing new innovations and reforms as well as enhancing the forum, members and secretariat staff capacity in a bid to strengthening electoral democracy in Uganda.

ii. Objectives

The objectives for formulating this plan are to: -

- Strengthen NCF legal and institutional arrangements and liaison functions;
- Improve Political Parties/ Organization adherence to legal and democratic principles;
- To strengthen NCF representational functions;
- Improve the dispute resolution and communication systems, and;
- Improve the NCF's Monitoring and Evaluation systems.

1.6 Approach to the Strategic Plan

The process started with a review of the previous Strategic Plan 2013/14–2017/18, a series of regional and national workshops for NCF members and other stakeholders.

These consultations produced a wealth of information concerning the NCF Strengths, Weaknesses, Opportunities and Threats (SWOT), stakeholders' analysis which were considered in the formulation of this Strategic Plan.

CHAPTER TWO

OPERATIONAL ENVIRONMENT

2.0 INTRODUCTION

The NCF identified the external and internal elements, which are likely to affect its performance. The analysis assessed the level of threat and opportunity the factors are likely to present. The analysis helped align strategies with the NCF's operational environment. PESTLE analysis provided detailed analysis of the NCF operating environment. The analysis offered the political, economic, social-cultural, technological, environmental and legal lenses to view the operational environment.

2.1 NCF OPERATIONAL ENVIRONMENTAL

i. Political factors:

The NCF identified the current political realities or anticipated political developments that may affect the achievement of its strategy as well as the global political condition's effect on the country and electoral democracy. The following political factors were identified, Government policies, taxes laws and tariff and stability of government.

ii. Economic factors

The forum analyzed the current and future anticipated economic conditions that could affect the achievement of its strategy. The forum assessed the impact of these factors as follows: the inflation rate, the interest rate, credit accessibility, unemployment rates, the monetary or fiscal policies, and the foreign exchange rates.

iii. Social factors

The current and anticipated social realities of the relevant societies and cultures that can affect the achievement of the NCF strategy including the cultural implications, the gender and

connected demographics, the social lifestyles, the domestic structures, educational levels and distribution of wealth among citizens.

iv. Technological factors

Technology is advancing continuously. The advancement is greatly influencing all sphere of life. NCF analyzed the technological realities and also anticipated technological developments that can affect the achievement of the strategy, such as new discoveries, rate of technological obsolescence, rate of technological advances, and innovative technological platforms.

v. Environmental factors

The location influences service delivery. Changes in climatic can affect the implementation of programmes. NCF analyzed the environmental factor and climate conditions that could affect the achievement of its strategy. These include, among others, geographical location, climate and weather, waste disposal laws, energy consumption regulation, and people's attitude towards the environment.

vi. Legal factors

Legislative and regulatory changes take place from time to time. Many of these changes affect the operating environment. If a regulatory body sets up a regulation for political parties/ organization, for example, that law would impact NCF and electoral democracy. NCF analyzed the current legalities or anticipated legal issues that could affect the achievement of the strategy, such as, freedom of association regulations, laws/ regulations on independents, electoral laws/ regulations, NGO regulations, and health and safety regulations.

2.2 PERFORMANCE MONITORING AND EVALUATION

Performance Monitoring & Evaluation will involve continuous enhancement of service delivery and stakeholder satisfaction through efficient and effective monitoring and evaluation of NCF performance.

The forum will equip members, staff and stakeholders at various levels with a set of tools and techniques to continuously monitor, periodically measure and review performance of the forum in terms of indicators and targets for efficiency, effectiveness and impact.

In the next five years, NCF is committed to improve M&E for effective implementation of its activities through enhanced performance standards, evidence-based performance measurement, baseline information for Key Performance Indicators, capacity to undertake M&E, and use of the M&E systems.

2.3 THE PREVIOUS ACHIEVEMENTS

The following key achievements were registered during the FY2013/14 – FY 2017/18: -

i. Implemented of NCF Strategic Plan:

During this Financial Year, the National Consultative Forum finalized the implementation of the 2013 - 2018 Strategic Plan and embarked on the development of the Strategic Plan (2018/19 - 2022/23). This is the cornerstone of the transformation effort. It lays out the goals and strategies for working together over the next 5 years to achieve the set goals and strategies, consistent with its guiding principles.

ii. Electoral reforms:

This is one of the land mark achievements of the National Consultative Forum. The core issues proposed for Electoral Reform were drawn from principles, previous analysis and experiences of members out of which areas of convergence for possible Electoral Reforms were generated. The reforms were eventually submitted to the Minister of Justice and Constitutional Affairs for forwarding to Government. Some of the recommendations include reviewing the method of appointing Electoral Commissioners, providing for Registration and Polling of Ugandans living abroad, providing for funding of all Political Parties, among others.

iii. Code of conduct:

It should be noted that the 8th Parliament postponed debate on Code of Conduct of Political Parties and advised that wide consultations are held before it is passed. The National Consultative Forum led in this as it consulted the different Political Parties and some of the recommendations formed the proposed code which was passed by the Forum. If enacted, the Code of Conduct will go a long way in providing for ethical behaviours required of our political leaders, especially during election activities.

iv. NCF Rules of Procedure:

The National Consultative Forum worked on, adopted and passed the Rules of Procedure governing its operation. The rules bind members to disciplined debates during the plenary and established committees among others.

v. Sensitization interventions:

In order for National Consultative Forum to fulfill its representational functions, there is need to empower its membership through capacity enhancement as a consensus builder by convening meetings of such nature in a bid to strengthen National Consultative Forum legal and institutional arrangements and liaison functions, develop dispute resolution mechanism for facilitating dialogue between political parties and other stakeholders and derive a common position. All these efforts are aimed at enabling the National Consultative Forum handle its functions, given that it is a nascent institution.

Accordingly, several meetings of the different committees have been convened in a bid to enhance members' capacities to attain the functions of the Forum as enshrined in the Political Parties and Organisations Act.

Although members belong to different political shades with divergent social political philosophies, the Forum has managed to bring all these forces together and constructive ideas have emerged;

Similarly, Political parties are building blocks for a country's democracy and nurturing political leaders. Such a forum is not merely healthy for democracy but also a bed rock for multi-partism and its entrenchment;

vi. Popularizing of NCF:

The NCF has conducted nine (09) regional workshops unto which they have interfaced with different District leadership and stakeholders with a view of popularising its existence, building consensus and appreciation of diversity and obtain views on how best it can achieve its mandate.

Publicity efforts and talk shows on 32 radio and 23 TVs have been held, and placed one Newspaper advertisement all with a view of creating public awareness. The Forum members were able to interface with the public and share on topical issues facing the country.

vii. Convening Meetings

The National Consultative Forum institutionalized its operation through continues convening committee and plenary meetings. During the past five years the forum convened 16 Plenary meetings, 20 Business Committee Meeting, 17 Finance & Budget meetings, 16 Legal and Electoral Affairs Meeting and 12 other sub-committee' meetings.

viii. Monitoring by elections

Election monitoring where NCF members monitored key activities of the electoral cycle like nominations, campaigns and polling. The NCF members were facilitated and monitored eight (08) by elections. The recommendations from which will go a long way in improving the country's democratization efforts.

ix. Bench marking similar bodies

During the financial years 2013/14 - 2017/18, National Consultative Forum organised five (05) study tours with a view of familiarising with the operations of similar for a, election observations and bench marks for deep rooted democracy. The recommendations from these reports will go a long way in improving the country's democratization efforts.

The implementation of the fist strategic plan, Strategic Plan (2013/14 -2017/18), National Consultative Forum's operations largely with Government funding registered substantial progress which need to be consolidated through more funding. Great strides have been scored in the areas of consensus building and dialogue with a view of contributing towards free and fair elections and jointly agreed solutions for strengthening multi-party democracy.

x. Regulatory Framework Governing Independents, 2019

NCF drafted the regulatory framework to govern independent candidates representation and participation in the electoral process. Specifically to formulate regulations to govern their participation before, during and after elections.

2.4 CHALLENGES EXPERIENCED OVER THE LAST FIVE FINANCIAL YEARS

During the financial years 2013/14 -2017/18, the NCF contributed towards promotion political dialogue, pursuit of consensus and national cohesion with a view to sustainable socio-economic development. Notwithstanding ongoing dynamics, there are political and institutional challenges are faced by NCF.

- i. limited funds / inadequate funding;
- ii. lack of an independent secretariat,
- iii. lack of patriotism,
- iv. hostile operating political environment,
- v. conflict of interests between EC and NCF,
- vi. undemocratic methods of electing NCF leaders,
- vii. political interference from executive.
- viii. lack of exposure to the political arena;
- ix. Mistrust among party members;
- x. Unfavorable/unjust laws.

2.5 SWOT ANALYSIS

The Forum used SWOT Analysis to identify the strengths, weaknesses, opportunities, and threats (SWOT) in its strategy and program. Table 2 below captures the Internal and external drivers that may affect NCF's progress and attainment of outcomes.

2.5.1 DRIVERS INTERNAL TO NCF'S STRATEGY / PROGRAM

Table 1: Internal drivers to NCF Program

Strengths	Weaknesses
<ul style="list-style-type: none"> • NCF's plenary and committee meetings have impacted on public policies; • Easy access to policy makers; • Loyal stakeholders; • Efficient channels for reaching stakeholders; • Functions well spelt and supported by the law; • Funding support from the government; • Good leadership; • Strategic insights; • Stakeholders intelligence; • Good reputation; • Secretariat run by high skilled workforce; • Best leverage points for political growth of members without engaging in elective politics; • Legal backing – creation, membership e.t.c • Credible Members; • Recognized by government; • Networking, collaboration and linkages with partners. 	<ul style="list-style-type: none"> • NCF should improve grass root structures; • Inexpert members on electoral democracy; • Limited/ Insufficient resources; • NCF should embrace latest technologies; • Diverse ideological opinions.

2.5.2 DRIVERS EXTERNAL TO NCF'S STRATEGY / PROGRAM

Table 2: External drivers to NCF Program

OPPORTUNITIES	THREATS/CHALLENGES
<ul style="list-style-type: none"> • New channels for engaging local regional stakeholders become available 	<ul style="list-style-type: none"> • The number of political parties/ organizations facing threats of deregistration

<ul style="list-style-type: none"> • Unhappy stakeholders with similar political fora. • Better democratic conditions • Freedom of speech for every member, within the confine of the law. • Constitutional backing, • resource mobilization, • relationship with Election management body, • identifying common challenges and sharing ideas for national development. • Likelihood of more government/donor funding • Improved relationship with donors • Exposure to other democracies • Opportunity to uphold various democratic principles • Being at a centre of deepening democracy • To interact with policy makers • Interparty Political Organization for Dialogue (IPOD). 	<p>increases.</p> <ul style="list-style-type: none"> • Bad press coverage. • Shifts in stakeholders' behavior • Emergency of similar political fora. • New laws/ regulations. • Interparty conflicts.
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2.6 LESSON LEARNT

During the implementation of the NCF Strategic Plan (2013/14 -2017/18) and analysis of the day to day operations of the forum, it was realized that there was need to;

i. increase the visibility of NCF:

The visibility of Political Parties/ Organizations and NCF should be felt at the regional, district and local/ Grassroots levels.

ii. lobby for political will to implement NCF Resolutions:

NCF achievements will depend on the political leadership commitment to implement the issues and concerns being proposed/ arrived at by the forum;

- iii. engage the media, regional/ Local leaders, Civil Society Organizations (CSOs) in the work of NCF.
- iv. focus more on workshop as the most effective means of soliciting feedback from stakeholders.
- v. strengthen NCF legal and institutional arrangements and liaison functions
- vi. enhance the NCF capacity in monitoring compliance with laws, regulations and code of conduct of political parties.
- vii. improve the image of NCF as credible and independent convener and facilitator;
- viii. build NCF capacity as consensus builder and key actor in electoral reforms
- ix. promotion of internal democracies of political parties.
- x. adequate funding of NCF and parties for proper operations.

2.7 STAKEHOLDERS ANALYSIS

The NCF closely works with the following stakeholders to promote electoral democracy in Uganda. Table 3 captures key stakeholders.

Table 3: Key NCF stakeholders Analysis

Stakeholders	NCF's Interest	Stakeholders Interest	Expected Deliverables
General Public	Support	Grooming ground for political activities	Harmonized political activities
Political parties/ organizations	Support	Effective representation of political party views in the democratic process	Harmonized political party/organization activities
Staff	Good performance	Motivation, competency, healthy working environment, and skills	Operational efficiency; Service delivery
Parliament	Timely enactment/ amendment of Laws on political activities and appropriation of fund.	Accountability and NCF's performance reports.	Fair laws in place Timely and adequate funding
Donors/development partners	Funding	Accountability, and coordinated Political	Harmonized political activities

		activities in Uganda	
Government	Funding of NCF activities	Cost effective and efficient democratic process	Harmonized political activities
The Media	Inform, educate and disseminate NCF information	Information	Stakeholders Informed and educated on NCF activities
Service Providers/ Suppliers of Election Materials.	Timely delivery of quality goods and services	Timely payment	Efficient service delivery
Secretariat Staff	Good performance	Motivation, competency, healthy working environment, and skills	Operational efficiency Service delivery
International community development partner	Support	coordinated Political Parties/ organizations activities in Uganda	Harmonized political activities

CHAPTER THREE

STRATEGIC DIRECTION FOR THE MEDIUM TERM

3.0 Introduction

The Strategic Plan (2018/19 – 2022/23) seeks to leverage on the positive achievements during the implementation of previous Strategic Plan (2013/14 – 2017/18) and address the gaps and weaknesses that were manifested therein.

3.1 Vision

An Interparty platform for excellence in consensus building and sustainable democracy.

3.2 Mission

To create harmony and peaceful co-existence through mediating, dialoging, monitoring, capacity building and conflict resolution amongst political parties and organizations as a means of promoting and sustaining democracy in our country.

3.3 Core Values

- i. integrity and responsibility;
- ii. accountability and transparency;
- iii. equity and gender sensitive;
- iv. commitment to the cause; and
- v. sense of common purpose.

3.4 Strategic Themes

The NCF identified a number of things to be done in the next five years in order to achieve its vision. Most importantly the NCF should be:-

- i. seen as a credible and independent convener and facilitator;
- ii. able to function within the parameters of its membership, which is political parties and representation from Electoral Commission, but also have the capacities that will allow it serve as an intermediary between these actors when necessary;

- iii. presented to the country as a vital national capacity organ mandated to build dialogue and consensus, which are especially necessary for sustaining both peace and development.

3.5 Strategies

NCF therefore plans to carry out its functions and achieve the following

- i. The resolution of Disputes/conflicts with political parties and organizations through conflict resolutions mechanisms.
- ii. Access to political information, skills and other relevant literature.
- iii. Enhance the capacity of political parties and organizations.
- iv. Compliance by Political Parties/ Organizations with PPOA.
- v. Identification and recommendation of more electoral reforms.
- vi. Exposure of NCF members to worldly best practices.
- vii. Train NCF members and staff as trainers of trainees.

3.6 Key Result Areas (KRAs)

Five critical success factors were identified around which strong positive results must be realized for NCF to move toward realizing its longer-term vision of success.

- a) a credible **intermediary and consensus builder** among key stakeholders;
- b) effective **conflicts and disputes resolution**;
- c) a sustained **dialogue and conversations among stakeholders**;
- d) an efficient **service-oriented** Forum, and;
- e) a strengthened **analysis and monitoring** framework.

3.7 Strategic Objectives

The NCF aimed to achieve the following during the next five years, structured hereunder five critical key results areas: -

- a) **Enhancement of the Forum's Service Provision and Autonomy Capacities.**
 - 1. Strengthen capacity for NCF to implement the Strategic Plan in order to harmonize political party activities and support its members;

2. Reorganize the operations of NCF to ensure an independent and transparent working environment;
3. Enhance Infrastructure capacity of the NCF Secretariat to support the efficient day-to-day operations of NCF;
4. Strengthen NCF liaison functions;
5. Continuously enhance the organizational capacity of the NCF to monitor compliance with Code of Conduct;
6. Refining operations of the NCF committees and plenary.

b) Promotion of Inclusive Participation in Consultation and Political Dialogues:

7. Promote effective participation of stakeholders in consultation and political dialogue;
8. Create linkages at national, regional and international levels that promote best practices;
9. Facilitate collaboration with the media.

c) Credible and Independent Conflict Resolution Convener and Facilitator:

10. Promote effective participation of Political Parties/organizations in the conflict resolution process to ensure national cohesion and political pluralism;
11. Enhance the credibility and integrity of NCF Disputes resolution operations;
12. Enhance the capacity of NCF to carry out its representational functions.

d) Enhancement of Political Service Provision Capacities for Political Parties/ Organisations

13. Enhance people's participation in multiparty Politics and promote principles of democratic governance;
14. Improve inter- party and intra party relationship between the NCF and its stakeholders for effective communication and partnership development;
15. Advocate for the legislation and enforcement of the laws and strategies on political party activities.

e) A Strengthened Monitoring and Evaluation Framework.

16. Monitoring, evaluation, data collection and analysis

3.8 Results Framework

The Table 4, below, presents the linkages between the Key Result Areas (KRAs), Strategic Objectives, Planned Interventions and expected Outcomes/Outputs.

Table 4: NCF Key Results

Key Areas of Focus	Strategic Goals	Outcome, Output and Targets
<p>1: Enhancement of the Forum’s service provision and autonomy capacities.</p>	<p>1.1 Strengthen capacity for NCF to implement the Strategic Plan in order to harmonize political party activities and support its members</p> <p>1.2 Reorganize the operations of NCF to ensure an independent and transparent working environment</p>	<p>Annual training workshops held 4 members and staff attending Conflict resolutions training abroad annually 4 members and staff attending electioneering training abroad annually 5 members and staff attended internal short courses annually 10 members and staff attended internal short course annually 2 staff and 4 members participated in 3 study visits annually and their recommendations implemented Staff formally seconded New NCF Organogram in place Equipment and furniture acquired Equipment and furniture replaced and disposed off NCF Secretariat moved to Rented Premises 6 permanent staff positions filled Build Home for NCF Secretariat (land and construction) Human Resource manual in place Guidelines in place 4 meetings held annually for both the three committees and plenary 1 Accountability and transparency workshop held annually Policy in place by December 2014 NCF members receiving Monthly Retainer Allowance Relevant provisions reviewed, proposals submitted and follow up on their legislation National/District Dispute Resolution/Liaison Committee in the NCF Organogram by December 2020 4 meetings with committee and plenary held Vote Function created from EC Vote Function Vote Function operated separate from EC Vote</p>

Key Areas of Focus	Strategic Goals	Outcome, Output and Targets Function
<p>2: Promotion of inclusive participation in consultation and political dialogues</p>	<p>1.3 Enhance Infrastructure capacity of the NCF Secretariat to support the efficient day-to-day operations of NCF</p>	<p>ICT infrastructure plan in place 56 Specialised ICT training done 56 NCF members and staff equipped with ICT specialised equipment 6 Press briefings held annually Business Committee trained on M&E by September 2015 6 NCF recommendation presented to relevant institutions per annum</p>
	<p>1.4 Strengthen NCF liaison functions</p>	<p>4 Business Committees meetings with parliament held monthly 4 Sensitization workshops for political parties and other relevant stakeholders held annually</p>
	<p>1.5. Continuously enhance the organizational capacity of the NCF to monitor compliance with Code of Conduct</p>	<p>39,000 copies of Guidelines availed to NCF Members and PPOs 3900 Copies of PPOAs availed to NCF Members and PPOs 1 Sensitization Workshops conducted annually One stakeholder discussions held nationally annually 100% adherence to 75% of provisions of the Code of Conduct monitored</p>
	<p>1.6 Refining operations of the NCF committees and plenary</p>	<p>12 committees meetings per annum 12 committees meetings per annum 12 TWGs meetings per annum one Annual Report</p>
	<p>2.1 Promote effective participation of stakeholders in consultation and political dialogue</p>	<p>A Subcommittee in Place 30 Radio Talk shows, 10 TV Talk shows, 5 Theme banners, 5 Newspaper adverts A national Conference held Public dialogue held 8 Press Conferences held annually 4 public dialogues held with relevant stakeholders 6 Political party activities/Policies developed and approved 3 Outreach staff accredited with "Train the Facilitator program" modules 1 National and 4 Regional levels Consultative Meetings with full attendance by relevant stakeholders held out of which 70% of recommendations implemented annually</p>

Key Areas of Focus	Strategic Goals	Outcome, Output and Targets
3: Credible and independent conflict resolution Convener and Facilitator	<p>2. 2 Create linkages at national, regional and international levels that promote best practices</p> <p>2.3 Facilitate collaboration with the media</p>	<p>2 International Conferences attended by 4 NCF members and 2 staff annually 2 NCF Member and 1 staff Participated in one international conference on political parties best practices 6 NCF member and 2 staff Participated in two study tours annually Train 4 NCF staff on documentary NCF Library/Studios established 4 Democracy drama Series acted annually 5 documentary developed and disseminated annually 4 NCF Members & 2 Staff Observed elections in at least 2 countries annually Communication Strategy in place 1 national media training workshops, 3 briefing and 5 releases annually 5 Mini-campaigns utilizing all Local FM Radio Stations monthly, 5 Ads placed on Community Radio and 5 Ads placed in Community Print annually</p>
	<p>3.1 Promote effective participation of Political Parties/organizations in the conflict resolution process to ensure national cohesion and political pluralism</p> <p>3. 2 Enhance the credibility and integrity of NCF Disputes resolution operations</p>	<p>complaints reporting system in place 1 National 4 Regional sensitization workshops held annually 3 TV Talk show; 20 campaign messages; Radio: 15 Talk shows on 1 national and 8 regional stations 3 with PPO Leaders meetings held annually NCF structure with Dispute Resolution/ Liason Committees at National and District levels in place 5 eminent personnel deployed and facilitated to operate at each of the district and National level levels Dispute Resolution sessions held at national (26), District (67) levels per annum</p> <p>4 day Induction retreat on Dispute/Conflict management Held NCF resolves disputes/ conflicts within acceptable time frame (1 week) Early warning tool in place Members of the Committees at national and district levels appointed and briefed Conflict resolution mechanism in place Monthly meetings to resolve disputes held 6 members and 2 staff attended Dispute/ Conflict</p>

Key Areas of Focus	Strategic Goals	Outcome, Output and Targets
	3. 3 Enhance the capacity of NCF to carry out its representational functions	Resolution in two countries with best practices Case management Systems and toolkits in place 100% NCF members and staff trained on dispute resolution skills
4: Enhancement of political service provision capacities for Political Parties/ Organisations	4.1 Enhance people’s participation in multiparty Politics and promote principles of democratic governance 4. 2 Improve inter- party and intra party relationship between the NCF and its stakeholders for effective communication and partnership development 4. 3 Advocate for the legislation and enforcement of the laws and strategies on political party activities.	3 public dialogues held yearly 4 Regional workshops held yearly Holding Monthly Radio/TV Talk shows 224 Trainers in compliance with Code of Conduct trained Facilitator Hired 28 Party leaders trained from each subcounty Website redesigned and content regularly updated 2 social media created annually 56 NCF members and staff trained on social media techniques 4 Monthly newsletter, 5000 NCF brochure, 0 newspaper inserts, 0 Annual report Printing Press fully operational 100 PPOA, LGC 100, EC 100, PEA 100, PEA 100, Constitution 100 Proposals made Laws amended 4 Radio/TV Talk shows, 4 press conferences held annually 4 Radio/TV Talk shows, 4 press conferences held annually Laws amended
5: A strengthened Monitoring and Evaluation framework.	5. 1 Monitoring, evaluation, data collection and analysis	M&E Policy, framework and Systems developed Customized & quality-assured programmes and materials, and progress reporting Number M&E Reports analyzed and acted upon Number of Review Reports Proportion of Research recommendations implemented Number of Review Reports 30 NCF Members & 6 Staff monitored national annually

CHAPTER FOUR

IMPLEMENTATION STRATEGY

4.0 Introduction

The NCF will undertake coordinated and strategic partnership with government, media, private sector, development partners, Civil Society Organizations and non-state actors during the implementation of this plan.

4.1 Implementation & Monitoring Structure

The effective implementation of the Strategic Plan 2018/19-2022/23 will be undertaken by NCF leadership and members basing on set out performance standards and measures. The NCF has, therefore, developed a detailed implementation plan which contains basic performance standards and measures as outlined below and depicted in **Fig.1**:

i. NCF Leadership

The commitment of the NCF top leadership is of critical importance for the effective implementation of the NCF Strategic Plan, with NCF leadership engaging others to collectively achieve the NCF's vision. Top leadership will support NCF through several ways, including making public its commitment to the implementation of the Strategic Plan, timely provision of resources needed for its implementation, making use of the Strategic Plan to guide policy and decision making, and monitoring and evaluation of the implementation.

ii. Project Manager;

The Secretary, with the assistance of the Chairperson Legal & Electoral Affairs Committee, shall perform the role of a Project Manager for this purpose. The Project Manager will coordinate and monitor the implementation of the Strategic Plan.

iii. Technical Working Groups(TWG)

TWGs will be formed to handle specific technical tasks within and across Key Result Areas or specific tasks.

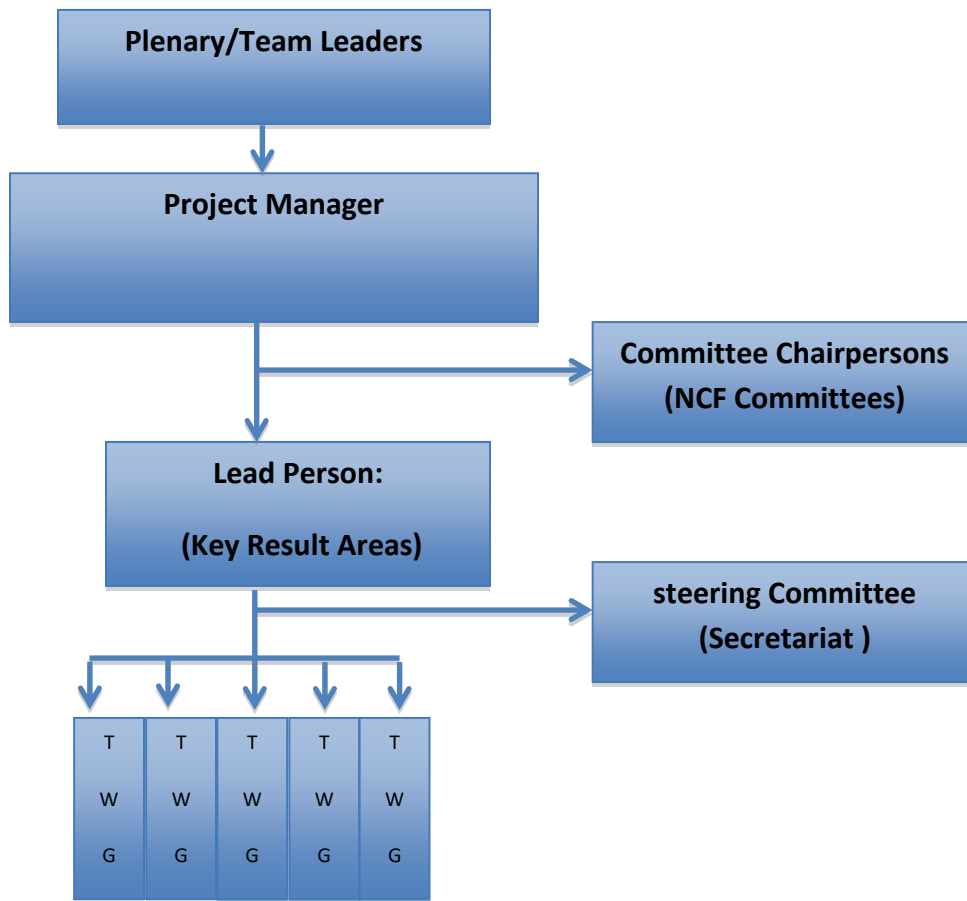
iv. Communication, Coordination and Monitoring & Evaluation functions.

The Project Manager must call for regular meetings of the Technical Working Group to coordinate activities and to keep abreast of the activities being implemented. The Project

Manager must update the NCF Committees and Plenary on a regular basis about the Strategic Plan implementation status. S/he will ensure that project implementation is well documented, regularly monitored and reported.

4.2 Implementation Structure

Fig. 1: implementation Organogram



CHAPTER FIVE

FINANCING OF THE PLAN

5.0 Introduction

This chapter presents the financial plan and resources required to implement the planned activities over the five years. The funding for the implementation of this plan will be from the Government of the Republic of Uganda and development partners.

5.1 Total Cost of implementing the Plan

Table 5: Summary Cost of the Strategic Plan in Billions Ugx.

STRATEGIC PILLAR	2018/19	2019/20	2020/21	2021/22	2022/23	EST. COST UGX. (000)
1. Enhancement of the Forum's service provision and autonomy capacities.	283,890	2,136,214	4,368,400	986,426	1,152,945	8,927,875
2. Promotion of inclusive participation in consultation and political dialogues	482,001	2,000,124	620,311	594,816	612,949	4,310,201
3. Credible and independent conflict resolution Convener and Facilitator	55,000	725,820	768,138	751,834	701,766	3,002,558
4. Enhancement of political service provision capacities for Political Parties/ Organisations	41,667	696,518	2,362,852	541,472	533,066	4,175,575
5. A strengthened Monitoring and Evaluation framework.	128,550	295,560	311,397	33,087	79,887	848,481
Grand Total	991,108	5,854,236	8,431,098	2,907,635	3,080,613	21,264,689

5.2 Sources of financing for the plan

The NCF depends on Government and donors for funding of its activities and will continue to be funded by government and donors during the implementation of this plan.

5.3 Financing Strategies of the Plan

The NCF continuous government and donors for funds to carry out its activities.

5.4 Detailed Cost Implication

The NCF presents the detailed budget for the Strategic Plan (2018/19 - 2022/2023) in the Table below.

Table 6: Detailed Cost Implication (Ugx. Billion)

STRATEGIC PILLAR	STRATEGIC OBJECTIVES	2018/19	2019/20	2020/21	2021/22	2022/23	Est Cost Ugx (000)
1: Enhancement of the Forum's service provision and autonomy capacities.	1.1.1 Provide training to all NCF members and staff on best practices and principles of Political party Activities	23,400	150,150	173,550	189,150	150,150	686,400
	1.1.2 Conduct exchange study visits for NCF staff and members	0	81,900	0	81,900	81,900	245,700
	1.1.3 Put in place a new NCF administrative structure to ensure a conducive working environment for efficiency and effectiveness.	0	221,372	179,670	188,370	156,000	745,412
	1.1.4. Revise the budget preparation and implementation process to increase accountability and transparency	17,940	67,189	72,989	67,189	67,189	292,496

STRATEGIC PILLAR	STRATEGIC OBJECTIVES	2018/19	2019/20	2020/21	2021/22	2022/23	Est Cost Ugx (000)
	1.1.6 Improve welfare of NCF members	0	143,910	166,910	143,910	143,910	598,640
	1.2.1 Advocate for the legislation and enforcement of the laws and strategies on an independent secretariat	0	196,560	3,192,000	21,840	21,840	3,432,240
	1.3.1 Upgrade ICT equipment and facilities for effective functioning of the secretariat	0	520,000	161,356	5,200	5,200	691,756
	1.3.2 Empower Business Committee to handle regular presentations of NCF recommendations to relevant institutions.	13,650	33,150	13,650	13,650	13,650	87,750
	1.4.1 Liaise with relevant Committees of Parliament	124,806	124,806	124,806	99,640	108,029	582,087
	1.4.2 Sensitize political parties / organizations and all stakeholders, including regional platforms of similar nature.	0	196,560	0	0	196,560	393,120
	1.5.1 Develop and implement a new monitoring, evaluation and reporting system for Political Party Activities.	52,505	301,350	146,060	76,310	109,250	685,475
	1.5.2 Carry out regular adherence for compliance audit	17,940	17,940	17,940	17,940	17,940	89,700
	1.6.1 Holding regular	33,649	81,327	119,469	81,327	81,327	397,099

STRATEGIC PILLAR	STRATEGIC OBJECTIVES	2018/19	2019/20	2020/21	2021/22	2022/23	Est Cost Ugx (000)
	Committee/ Plenary meetings						
2: Promotion of inclusive participation in consultation and political dialogues	2.1.1 Participate in/ convene a National Conference to discuss Uganda's social, economic and political challenges	200,850	1,429,350	0	0	0	1,630,200
	2.1.2 Hold public dialogues, press conference/workshops at national and lower levels on political party activities and national issues.	62,400	62,400	62,400	62,400	62,400	312,000
	2.1.4 Sensitize and carry out outreach programs and hold regular meetings on political party activities for NCF staff and stakeholders	0	40,950	0	42,998	49,140	133,088
	2.1.3 Develop and disseminate messages and policy briefs on political party activities.	28,080	0	0	0	0	28,080
	2.1.5 Popularize the Code of Conduct to help level the playing field in the conduct of political campaigns.	0	135,525	135,525	135,525	135,525	542,100
	2.2.1 Improve the liaison between NCF and other relevant institutions in Political Parties/Organizations activities	44,811	44,811	44,811	44,811	44,811	224,055

STRATEGIC PILLAR	STRATEGIC OBJECTIVES	2018/19	2019/20	2020/21	2021/22	2022/23	Est Cost Ugx (000)
	2.2.2 Engage, participate and network in international and regional meetings	0	23,526	24,646	25,766	26,887	100,825
	2.2.3 Study tours to country with success stories on political party activities	0	59,748	65,723	71,698	77,672	274,841
	2.2.4 Carryout documentary and disseminate information of political party activities to stakeholders for participation.	9,360	91,260	91,260	91,260	91,260	374,400
	2.2.8 Election observation missions in other countries	0	58,149	101,761	63,964	66,871	290,745
	2.3.1 Develop and implement NCF Communication Strategy	136,500	0	0	0	0	136,500
	2.3.2 Implement Media Communication	0	54,405	94,185	56,394	58,383	263,367
3: Credible and independent conflict resolution Convener and Facilitator	3.1.1 Create easily accessible arbitration mechanisms to enable Political Parties/ organizations to report and register disputes/complaints.	0	30,030	0	0	0	30,030
	3.1.2 Improve the dispute resolution process to encourage all parties to participate.	0	203,202	177,743	238,439	255,376	874,760
	3.1.3 Create Dispute Resolution/ Liason	0	154,245	0	0	0	154,245

STRATEGIC PILLAR	STRATEGIC OBJECTIVES	2018/19	2019/20	2020/21	2021/22	2022/23	Est Cost Ugx (000)
	Committees at District and National Levels						
	3.1.4 Improve the rate of resolving conflicts (this should be in the NCF Organogram).	0	4,505	19,395	19,395	3,140	46,435
	3.2.1 Develop a dispute resolution mechanism and an early warning tool	25,000	17,500	541,000	419,000	413,250	1,415,750
	3.2.2 Devise a mechanism for effective implementation of the decisions and resolutions of the forum.	30,000	30,000	30,000	75,000	30,000	195,000
	3.2.3 Undertake capacity gaps assessment of NCF as a conflict resolver and convener	0	59,748	0	0	0	59,748
	3.3.1 Streamline system for receiving, registration and follow up on complaints and suggestions on socio-political issues	0	30,030	0	0	0	30,030
	3.3.2 Equip all NCF members and staff with dispute resolution mechanisms skills.	0	196,560	0	0	0	196,560
4: Enhancement of political service provision capacities for Political Parties/ Organisations	4.1.1 Establish a mechanism for coordinating within NCF to ensure political parties' adherence to legal and democratic	0	252,720	56,160	252,720	252,720	814,320

STRATEGIC PILLAR	STRATEGIC OBJECTIVES	2018/19	2019/20	2020/21	2021/22	2022/23	Est Cost Ugx (000)
	principles						
	4.1.2 Establish a mechanism for ensuring that Political Parties and organizations adhere to the Code of Conduct on elections.	0	0	1,953,368	0	0	1,953,368
	4.2.1 Increase the avenues for accessing NCF information by stakeholders through the use of ICT	41,667	167,992	241,940	48,266	51,560	551,425
	4.3.1 initiate proposals for amendments /reforms to PPOA and other laws;	0	62,166	59,904	59,670	59,670	241,410
	4.3.2 Lobby for the legislations that address party financing issues.	0	112,320	17,160	117,078	121,836	368,394
	4.3.3 Carry out public awareness program	0	17,160	34,320	18,018	0	69,498
	4.3.4 advocate for an expedited enactment of Electoral Reforms	0	84,160	0	45,720	47,280	177,160
5: A strengthened Monitoring and Evaluation framework.	5.1.1. Develop and implement monitoring and evaluation system for NCF.	0	46,800	0	0	46,800	93,600
	5.1.2 Carry out monitoring, evaluation, data collection and analysis	128,550	144,825	186,675	12,300	12,300	484,650
	5.1.3 Monitoring national Elections	0	103,935	124,722	20,787	20,787	270,231
Grand Total		991,108	5,854,236	8,431,098	2,907,635	3,080,613	21,264,689

5.5 ACTION PLAN

Table 5: Action Plan for the NCF in the medium Term

OUTPUT BASELINE	INDICATORS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	ACTIONS	RESPONSIBLE PARTIES
OUTPUT 1: NCF Undertakes conflicts resolution as facilitators and convener.	-Complaints reporting system in place. -National and District Dispute/Liaison Committees in place. -Developing of a mechanism and early warning tool. -Case management system and toolkit in place -Trained NCF members on dispute Resolution Skills by 30th may 2020	Target (one year): -Established mechanism for Coordinating with NCF and parties.	1 Activity Result: NCF capacity to handle a complaint reporting system.	(i)Actions: NCF Undertakes to employ a consultant to develop the system.	Consultant
		Target (two years): -Compliance with the code of conduct -Data processed and stored. -Skills acquired by NCF member and staff -An early warning tool in place		NCF Undertaking to widen its structures to encompass National and District Dispute resolution /Liaison committees (five member committee)	NCF
Output 2: NCF Undertakes capacity Building with its committees at all levels and NCF members and staff	Indicators: -661 National and District Dispute Resolution/Liaison committee members, NCF and staff will have been trained on conflict resolution process. -4day retreat for National District Dispute/Liaison committees,	Targets(year 1): -Sponsored 6NCF members and 2 staff attending for benchmark Dispute Resolution training in two countries abroad. -4day induction retreat attended by District	2Activity Result: NCF Undertakes to develop a Case management system.	(i)Action: develop a Case management system.	Consultant
				NCF Undertakes to develop a dispute/conflict Resolution mechanism to streamline the system for receiving, registration and follow up on complaints and suggestions	NCF

OUTPUT BASELINE	INDICATORS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	ACTIONS	RESPONSIBLE PARTIES
	NCF and staff will have been conducted -NCF members and staff will have been trained in conflict Resolution. -1National and 8(eight) Regional workshops 40 Radio and 3TVtalk shows will have been conducted annually. -3political party and organizations' meetings will have been held annually. -67 sessions of District Dispute resolution committees and 26 of National committee will have been held. -60 campaign messages will have been made to the political parties and organizations and other stake holders. -6NCF members and ff2staff will have been sponsored for	Dispute resolution committees, National, NCF and staff-on Dispute Mechanisms and resolution. -Trained NCF members on Dispute Resolution skills by 30th may 2015 Build NCF Office space			
		Target (2years and above) -1Natioanal, 8regional workshops held annually. -3TV and 40 Radio Talk shows, 60 campaign Messages on 1national and 8regional stations held annually -3political party and organizations meetings held annually. -26 National and 67District Dispute	1Activity Result: NCF capacity building as conflict resolver and convener.	Actions -NCF intends to sponsor 6 members and 2staff to attend benchmark studies in conflict resolution abroad. NCF intends to hold a 4days induction retreated for all District Dispute resolution committees, National committees and NCF members NCF Undertakes training of all members on conflict	NCF/DONOR NCF/DONOR NCF

OUTPUT BASELINE	INDICATORS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	ACTIONS	RESPONSIBLE PARTIES
	<p>studies on conflict resolution abroad. -12 NCF members and staff will have attended training on conflict resolution abroad. -12 NCF members will have attended electioneering training abroad annually. -8(eight) NCF members and 2 staff will have attended Election observation Missions abroad (in two Countries).</p>	<p>resolution sessions held annually. -8NCF members and 2staff observed Election Missions at least in 2 countries. -12 NCF members and staff attend conflict Resolution training abroad annually. -12 NCF members attended electioneering training abroad annually.</p>		resolution.	
NCF Undertakes to hold national and regional workshops on Dispute resolution.				NCF	
NCF intends to hold 3TV and 40 Radio Talk shows, 60 campaign messages on 1 national and 8regional stations on conflict resolution sensitization				NCF	
NCF Undertakes to design a regular monitoring frame work in agreement with national stake holders and political parties and organizations				CONSULTANT &NCF	
NCF Undertakes sensitization interventions with all the political parties and organizations and other stakeholders.				NCF/RESOURC E PERSONS	
NCF Undertakes to hold National				NCF/RESOURC E PERSONS	

OUTPUT BASELINE	INDICATORS	OUTPUT TARGETS	INDICATIVE ACTIVITIES	ACTIONS	RESPONSIBLE PARTIES
				and District resolution	
				NCF conducts training of members in conflicts resolution abroad annually.	NCF/RESOUR S E PERSONS
				NCF conducts training in electioneering abroad annually	NCF/RESOUR S E PERSONS